

OPERATION EVALUATION

UKRAINE – EMOP 200765

Emergency Assistance to Civilians affected by the
conflict in Eastern Ukraine

July 2016



World Food Programme

wfp.org

Detailed responses to evaluation recommendations

Evaluation Recommendations	Management	Management - Action to be taken			
	Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Action	Responsible CO/RB/HQ unit	Timeframe	Further funding required (Y or N)
<p>Recommendation 1:</p> <p>WFP engagement in Ukraine - Provided the situation continues to stabilise, WFP should continue with their plans to shift from an EMOP to a one year PRRO starting January 2017 as the intended final phase of this intervention. This concept should be integrated into BR4, which will extend the EMOP to December 2016. Adequate provision for emergency response must be included in the PRRO to cater for unforeseen flare-ups in the situation, but a strong focus on recovery should be introduced, combined with elements of capacity building for Government and local authority counterparts, leading towards a clear handover/exit strategy. In the meantime, institutional feeding support should be harmonized with other actors in the short term, and an agreed withdrawal plan by WFP developed. WFP should, with key stakeholders, undertake a strategic review of its potential for involvement in longer term food security issues in Ukraine and start to position itself accordingly, if found to be appropriate.</p>	<p>Accepted</p>	<p>The BR5 and the PRRO concept note have been finalized. Early recovery is an important component of both documents.</p> <p>Regarding WFP's involvement in the longer term, a strategic review mission from HQ/RB will come to Ukraine to evaluate WFP's longer term engagement.</p>	<p>CO (management & PU) w/ RB support</p>	<p>1 January 2017</p>	<p>Y</p>

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<p>Recommendation 2a:</p> <p>Transfer modality choice</p> <p>An evidence base needs to be created through the application of recent WFP corporate guidance, using systematic analysis of cost efficiency and effectiveness, to monitor the criteria and assumptions used to support the selection of transfer modalities. Future choices of transfer modalities should take into account their comparative advantages in achieving project outcomes, rather than defaulting to CBT on the basis of feasibility alone.</p>	<p>Partially accepted</p> <p>Broad national assessment provided solid evidence recommending CBT in Ukraine context. Micro level analysis of the different sectors has driven the decision including factors around efficiency, effectiveness and feasibility.</p>	<p>CO to liaise with RB and HQ requesting in house technical expertise and tools to enhance the effective and efficient choice of modalities.</p>	<p>CO (PU) w/ RB/HQ support</p>	<p>1 January 2017</p>	<p>N</p>
<p>Recommendation 2b:</p> <p>The capacity to review and periodically change between modalities, and/or alter the transfer value for CBT in a timely manner, needs to be strengthened in order to protect the purchasing value of cash transfers to the beneficiary, and/or allow WFP to better capitalise on potential cost efficiencies in volatile market conditions.</p>	<p>Partially accepted</p> <p>Though the technical capacity and tools have to be strengthened and developed, there are certain institutional limitations outside to rapidly switch from one modality to another.</p>	<p>Transfer values will be regularly updated based on market price developments.</p>	<p>CO (PU) w/ RB support</p>	<p>31 December 2016</p>	<p>N</p>

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<p>Recommendation 2c:</p> <p>Multi-sectoral cash transfers: Given the wide use of CBT in WFP's response, as well as those of other organisations, WFP should advocate for and, as appropriate, support the wider humanitarian community in a shift towards coordinated multi-sectoral CBT, harmonised with Government transfers to the extent possible. In such a scenario, WFP should seek to lead on the development, implementation and coordination of this initiative using WFP's common beneficiary and transfer management platform (SCOPE). The logical progression of a shift towards multi-purpose cash should be explored with HQ.</p>	Accepted	WFP will consider rollout of SCOPE for its internal use and provide facility to other agencies subject to outcome of the discussion with the partner agencies	CO (PU) w/ RB support	30 August 2016	Y
<p>Recommendation 3a:</p> <p>Coordination - WFP should continue to play a prominent advocacy role in established coordination mechanisms:</p> <p>Food Security Cluster: Measures taken by WFP under BR3 to consolidate and decentralise the FSC to the field should be implemented as soon as possible. Developing a clear common understanding of the needs, targeting criteria, gaps in coverage, and vision to strengthen programme coordination and beneficiary targeting should be prioritised within the sector.</p>	Accepted	Food security cluster decentralized and additional staff hired to assist with this process.	CO (PU)	30 May 2016	N

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<p>Recommendation 3b:</p> <p>Cash Working Group: WFP should continue to play a lead role, and strengthen its involvement, in the CWG which will be critical to the coordination of cash transfers and the development of a multi-sectoral and/or multi-purpose transfer.</p>	Accepted	Incorporate Cash Working Group into Food Security Cluster.	CO (PU)	30 July 2016	N
<p>Recommendation 3c:</p> <p>Nutrition Sub-Cluster (NSC): WFP needs to strengthen its involvement in the NSC, and in collaboration with UNICEF should plan the way forward as the NSC is deactivated, to ensure its responsibilities are transferred and consistently followed up.</p>	Accepted	Closely liaise with UNICEF and WHO for a complete handover to Ukrainian MoH.	CO (PU)	31 December 2016	N
<p>Recommendation 4a:</p> <p>Nutrition - WFP should hire a CO nutritionist for six to nine months to strengthen nutrition coordination, address nutrition issues and build the capacity of a national officer/international staff.</p>	Partially accepted	Nutrition focal point created in CO and trained by RB Nutrition on nutrition sensitive programming.	CO (PU) w/ RB Nutrition support	30 September 2016	N

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<p>Recommendation 4b:</p> <p>In NGCA, carrying out a food and nutrient gap assessment is recommended so that the ration can be redesigned to better complement food consumption.</p>	Accepted	Next food security assessment report will include a food and nutrient gap assessment in close coordination with UNICEF and WHO nutrition experts.	CO (PU) w/ RB Nutrition support	30 September 2016	N
<p>Recommendation 4c:</p> <p>In addition, increasing beneficiaries' access (particularly for IDPs and the elderly) to fresh foods, through developing partnerships with actors implementing farming, gardening and household food production activities is recommended.</p>	Accepted	Upcoming PRRO will include recovery activities include agriculture related livelihood activities.	CO (PU)/RB Livelihoods	1 January 2017	Y
<p>Recommendation 4d:</p> <p>To support the nutritional status of IYC with nutrition actors, including the Government, WFP should discuss the options for integrating a fortified infant cereal and micronutrient powder with the food ration. At the same time, although a longer-term initiative than an EMOP timeframe, WFP should investigate opportunities to support Ukrainian companies with the fortification of infant cereal.</p>	Partially accepted	<p>UNICEF/WHO assessments have shown no acute malnutrition levels (MAM/SAM) in Ukraine. The CO will focus on nutrition-information campaigns and trainings.</p> <p>WFP (HQ, RB, CO) have met with the UKRAINE Ministry of Food and</p>	CO (PU) w/ RB Nutrition support	30 September 2016	N

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	Agriculture (both in Rome and Kyiv) to explore procurement/supply chain possibilities in Ukraine. This will be part of a new strategic activity which will be designed later on in 2017.	HQ and RB experts is expected in country to investigate opportunities.			
Recommendation 4c: WFP in collaboration with UNICEF and nutrition actors should develop nutrition education approaches and messages based on behaviour change, to address nutrient gaps, food-related health issues and to promote better use of food assistance.	Accepted	Continue and further strengthen the collaboration with UNICEF and WHO especially with regard to nutrition education.	CO (PU) w/ RB Nutrition support	31 December 2016	N
Recommendation 5a: Assessment, Monitoring and Evaluation - WFP's Food Security Assessment reports should more completely disaggregate outcomes by sex, age and geographical areas to promote gender/protection information and disseminate evidence and understanding of high-risk groups. In collaboration with the FSC, eligibility criteria for assistance and harmonisation of approaches between agencies for their application need to be reviewed and strengthened to more systematically identify the most food insecure individuals requiring assistance in a more uniform manner. Different criteria for NGC, GCAs and the buffer zone should be considered to take account of the different contexts and levels of access.	Accepted	Next and future Food Security Assessment reports to include necessary breakdowns informing also the targeting process in both GCA and NGCA areas.	CO (M&E/VAM)	30 August 2016	N

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<p>Recommendation 5b:</p> <p>While already meeting WFP's minimum monitoring requirements, more complete disaggregation of outcome indicators, by activity and beneficiary groups would allow for better interpretation of results and analysis of the comparative impact of the assistance in different circumstances. As recently initiated (February 2016), indicators should also be measured from two to three months after transfers are completed, to better determine the sustainability of outcomes, whether the duration of the assistance was appropriate, and if further assistance is required.</p>	Accepted	Incorporate additional disaggregation of outcome indicators into the next reports and will conduct analysis of impact of assistance.	CO (M&E)	30 June 2016	N
<p>Recommendation 6:</p> <p>Institutional Feeding - Prior to initiating IF in NGCA of Donetsk region as planned, an exit strategy including a handover plan to the Government should be developed and a nutrition assessment should be carried out to learn more about the complementary foods available to targeted institutions and the nutrition gap for WFP's ration to address. Iodized salt should be added to the ration and the provision of foods in bulk should be considered.</p>	Accepted	Include a clear IF exit strategy in the PRRO document. The hand over process will depend largely on the political and security situation and development on the ground in the NGCAs.	CO w/ RB Nutrition support	31 December 2016	N

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		Agree. The iodized salt has been included in the BR5 food basket.		1 July 2016	N
<p>Recommendation 7:</p> <p>Staffing – the Human Resources Division at the corporate level should review its emergency staff deployment policy and take into account the need for consistent staffing with sufficiently experienced international officers, especially in an environment where national staff experience in complex humanitarian response does not exist.</p>	Accepted	The Human Resources Division is at present revamping the Emergency Response Roster with a view to fill gaps in critical functional areas and to attract experienced International Professional Officers in the roster. The selection process to ensure that deployed staff are sufficiently experienced and have the right profile will be reinforced accordingly	HQ (HR & OSE)	31 December 2016	N
<p>Recommendation 8a:</p> <p>Cash-based transfers – Key areas requiring the attention of the Programme and Policy Divisions are:</p>	Accepted	Ukraine CO to apply knowledge from corporate CBT	HQ (Cash for Change, OSZ)	31 December 2016	

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Corporate training on reviewing the appropriateness of transfer modality choices vis-a-vis cost efficiency and effectiveness needs to be strengthened, both at the design and implementation phases of WFP response. This will raise awareness of recently developed WFP corporate guidance and approaches to assess the comparative advantages and disadvantages of the different modalities in meeting project objectives, and promote their systematic application at CO level.	evaluation took place soon after the CBT training was delivered in Ukraine (end of October 2015). CO staff had not had sufficient time to apply the knowledge acquired during the training. CBT Manual provides complete guidance on transfer modality selection, including analysis of appropriateness and cost-effectiveness at ex-ante, during implementation and ex-post stages. The CBT monitoring tool kit revamped recently also provides tools and guidance on how to perform context and externalities monitoring (markets, prices, security, political developments and others) as well as on the monitoring of the household level outcomes which feeds into the systematic examination of the appropriateness of selected transfer modality(-ies). In addition, CBT e-learning training has been enhanced taking into account feedback received from COs and it is online at any time COs would like to consult it. It is believed that WFP COs are now equipped with all necessary tools and guidance to make the right transfer modality choices and follow it up until project closure.	training provided in October 2015.			

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<p>Recommendation 8b:</p> <p>Clarifying WFP's position with regard to its involvement and role in multi-purpose cash transfers based on a minimum expenditure basket approach, or similar.</p>	<p>Accepted</p> <p>Well targeted multi-purpose transfers can reinforce hunger results while also achieving outcomes across multiple sectors. Where such responses make sense to the context, WFP is willing to collaborate with partners to operationalise them. WFP's mandate is to support countries to end their hunger, ensure food access, achieve food security, and nutrition objectives as well as to be a collaborating partner strengthening the means of implementation. WFP VAM teams already have considerable expertise assessing minimum expenditure baskets and basic household needs. We already know that most poor families use most cash transfers to buy food, and that their ability to access food is weakened when the rest of their basic needs go unaddressed. WFP will further elaborate its position on multipurpose cash.</p>	<p>OSCIZ to further clarify WFP's role in multi-purpose cash.</p>	<p>HQ (Cash for Change, OSZIC)</p>	<p>31 December 2016</p>	

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<p>Recommendation 9:</p> <p>Strengthening the capacities in HQ related to the functioning of the IRCTAG and shifting to a more proactive approach is recommended to enable timely responses to new food product reviews.</p>	<p>Accepted</p>	<p>The IRC/TAG Directive is being revised and aims to: a) support the development of new or improved foods, and b) review new/improved foods to ensure the availability of foods compliant with WFP guidance or specifications for WFP's operations and beyond. To ensure a comprehensive approach in the reviewing process, the committee is an interdivisional entity consisting of representatives from the Nutrition Division, Food Quality and Safety, Procurement and Logistics. The Director of Nutrition and Director of Supply</p>	<p>HQ OSN and Internal Review Committee (IRC)</p>	<p>31 July 2016</p>	

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		Chain will be asked to review the revised Directive by the end of June, and once approved, the Committee will start implementing the processes outlined in the Directive. No additional funding would be required.			
Recommendation 10: The pro-activeness of the RB in planning and implementing a preparatory phase for WFP's operation in Ukraine should be used as an example of good practice within WFP. As part of the preparation phase, WFP should not just plan for a response but should first assess whether their involvement is appropriate given the context.	Accepted	In case no such capacity exists, the RB should reach out to OSE/Early Warning Analysis team for a comprehensive context specific risk analysis, which can be used as a basis for implementing preparedness and response actions. On another note, the recent increase of the approved ceiling for	HQ OSE and RB	31 December 2016	N

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		IR-PREP from USD 2 million to USD 6 million is expected to help being better prepared, also in countries with no previous WFP presence. Individual country allocations will be revised (and increased) further to this approval.			